State of Michigan
Department of Technology, Management & Budget

Information, Communications and Technology (ICT) Strategy Technical
Advisory Services

Prepared for:

Deliverable B — Needs Assessment and IT
Business Effectiveness Survey Results

24 January 2012

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Executive Summary

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Executive Summary
Background and Overview

- The State of Michigan partnered with Gartner to ensure alignment of its ICT assets, business model, operations and strategy with current and future needs.

- To achieve this goal, understanding the needs of the current and potential customer base to realize opportunities for new or improved services, alternative ways to operate, and other methods of evolving and improving DTMB is critical to the success of the effort.

- In order to expeditiously gather information on key needs, Gartner executed two major threads of activity to obtain customer feedback on needs and priorities:
  - A series of interviews with each State of Michigan agency, representative counties, and the DTMB liaisons who interact with customers (i.e., IOs, CSDs)
  - An IT Business Effectiveness (ITBE) survey to understand the agencies' perspective on the business effectiveness of IT services

- Gartner subsequently sorted the opportunities into three categories to help the State prioritize future efforts to serve its customer base:
  - **Statewide —** The Governor's statewide aspirations and goals
  - **Shared —** The majority of agencies communicated this need
  - **Agency-Specific —** One or a few agencies communicated this need
  - **Local Government —** The local governments communicated this need

- The needs are intended to capture higher-level areas of interest that DTMB can potentially pursue as future shared services or other technology solutions. This initial view of customer needs will inform the subsequent deliverables for this engagement, most notably the opportunities, gap analysis, and recommendations aspects of the study.

- The needs that were gathered cover a number of areas, but are important to understanding the customer, given these were "top-of-mind" contributions during interviews.

- In an effort to qualify the agency-specific needs to help extrapolate into broader areas of focus in the future, each specific need is preceded by a category (e.g., Social Media Strategy).

- In addition to identifying and describing key needs, Gartner included summary and detailed Information Technology Business Effectiveness (ITBE) survey results, which highlight key customer perspectives on DTMB performance and which IT services are most valued.

- Gartner also developed customer profiles for each State agency that notes key initiatives and priorities, as well as a SWOT analysis that will help DTMB manage these accounts going forward.

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Executive Summary
Emerging Opportunities Based on Needs Assessment

- Collectively, the Needs Assessment and ITBE Survey results highlighted important customer perceptions of DTMB, identified which IT services are most valued by customers, and unearthed specific technology needs that could lead to additional shared services and solutions. Based on this information, a number of emerging opportunities begin to take shape:
  - Improve customer alignment and satisfaction through increased engagement at the strategic level and during solution design and definition
  - Streamline and augment service offerings that communicate business value to current and future customers, such as local government entities
  - Innovate with mobility and self-service technology solutions
  - Design cost-effective solutions that can be flexibly sized to customer needs
  - Organize around a more effective customer interaction model and source skill sets that are important to its customers
  - Obtain favorable technology pricing that can be utilized by all customers, and offer a transparent, efficient procurement process for its customers
  - Strive for consolidation and asset-sharing opportunities to lower the cost of IT and increase support.
- The subsequent slides elaborate on the specific findings that support the above high-impact opportunity areas for DTMB, beginning with key overall findings.

Executive Summary
Key Findings

- **Service Delivery Issues —** Going into the agency interviews, Gartner expected the discussions to focus on how DTMB could partner with the agencies to further enable the fulfillment of their missions and to achieve greater business efficiencies, but the focus of the discussions primarily focused on service delivery issues, which emphasized the agencies' desire for improved service.

  - Bottom Line: Although several agencies acknowledged the efforts of the current CIO to improve service delivery, DTMB must continue to address the agency perception that it is not customer-service-oriented and must identify the root causes of customer dissatisfaction.

- **Low Perceived Customer Value of IT Services —** The complexity of customer invoices, the lack of an IT performance metrics dashboard, and the perceived lack of accountability for service have led to feelings of high costs and low value for DTMB services.

  - Bottom Line: DTMB must communicate the business value of its services.

- **Lack of Project Orientation —** Some agencies do not know the status of their current projects and view these investments as never-ending.

  - Bottom Line: DTMB must improve its project communications. This includes working with agencies during project definition, project prioritization, project change management and ongoing project status reporting.

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- **Misalignment with Strategic Priorities —** Agency responses varied significantly when asked if DTMB was involved with their strategic planning activities. In some instances, the IO is "at the table" for strategic discussions, while in other instances the IO role and function performed for the agency are not understood.

  - Bottom Line: Although the concept of a dedicated project liaison is a good initial step to developing partnerships with the agencies, the majority of IOs are currently performing in operational roles and are not viewed as strategic partners.

- **Opportunity to Expand Services to Local Entities —** Localities are interested in partnering with DTMB as long as services are cost-effective and they are involved in the requirements definition process.

  - Bottom Line: DTMB has opportunities to provide additional services to local entities.

Executive Summary

■ Gartner started with Governor Snyder's primary tenets for reinventing the State of Michigan to understand DTMB's potential role for meeting these needs.

Governor Snyder's Plan for Reinventing Michigan
1. Create more and better jobs
2. Leverage our new tax system
3. Reinvent our government
4. Keep our youth–our future–here
5. Restore our cities
6. Enhance our national and international image
7. Protect our environment
8. Revitalize our educational system
9. Reinvent our health care system
10. Winning in Michigan through Relentless Positive Action

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Executive Summary
Shared Needs

- During data-gathering activities, Gartner aimed to identify shared agency needs that represent major opportunities for DTMB on which to capitalize when determining its future direction and service catalog.

- Shared needs are defined as services, processes, systems, and other capabilities that the majority of agencies communicated as required or desired.

- Some of the key shared needs identified by Gartner include:
  - Technology partners who understand their business and can proactively provide high-value technology solutions
  - A service catalog that is defined by benefits delivered to the business, instead of IT components
  - Invoices that can be easily understood regarding the services provided and the associated costs
  - Citizen and business-facing applications to provide customers greater access to services, as well as internal applications to allow for mobile workforce enablement
  - More project managers and project tracking, and projects to be completely delivered on schedule and within defined budgets
  - Performance dashboards for each agency
  - Expedited mobile provisioning to provide mobile and tablet devices for mobile workforce enablement
  - Quickly evolving technical architecture standards to keep pace with agency business needs
  - Clarity on status to complete a procurement, and appropriate controls to enforce contract terms with vendors
  - Security standards that protect enterprise security interests, but flexible enough for agencies to realize their business objectives

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Executive Summary

- Gartner also identified needs that were related to one or several agencies, which represent major opportunities for DTMB to improve or expand its service delivery to further help its customers. Primary need areas include:
  - **Social Media Strategy —** Three agencies communicated a need for developing a social media strategy and/or approach for agencies to follow.
  - **Content Management —** Three agencies expressed a desire to redesign the content management and website design for their agency sites in an effort to make them look more professional.
  - **Major System Upgrades —** The Department of Community Health has a $100M Medicaid upgrade in the works. The Department of Agriculture is looking to replace the legacy system around its licensing solution and is working with LARA and other agencies that have licensing responsibilities.
  - **Consolidation —** Michigan State Police is focused on its Regional Policing Plan initiative, which will reduce brick-and-mortar locations by 35. Given current economic conditions, other agencies may follow.
  - **Self-Service Applications —** The Department of Human Services is instituting a self-service phase to its BRIDGES initiative in an effort to reduce caseloads for social workers.
  - **Mobile Applications —** Michigan.gov has begun an initiative to migrate the most popular content to mobile applications, and is an example of demand expressed by agencies.
  - **Health Insurance Exchange —** LARA, in an effort with the Department of Community Health, has the "MiHealth Marketplace" on the horizon. This portal will be used for purchasing health insurance and monitoring benefits.
  - **Predictive Analytics —** The Department of Human Services stated a need for a predictive analytics capability to perform "what if?" analyses against historical information. This type of functionality could help all agencies.
  - **Integration —** Three agencies expressed a need for better data integration capabilities with the federal government for environmental data, healthcare-related data, etc.

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Executive Summary

■ Finally, Gartner also identified needs expressed by local government representatives, which could help DTMB extend its footprint to additional outside partnerships. Primary need areas include:

  – **Mobile Applications —** All localities expressed interest in mobile application development and mobile device management from DTMB, in particular with State agencies that have counterparts in their localities.

  – **Volume Pricing —** All localities are interested in leveraging software and hardware purchasing where possible, but localities are not confident that DTMB can get them better pricing.

  – **GIS Solutions —** Several localities are pleased with existing GIS services being provided, and would like to expand the GIS program where practical.

  – **Cloud Computing —** Larger localities generally do not feel the need for outsourcing to DTMB their existing applications or infrastructure, but they are interested in sharing more-advanced technologies such as cloud computing.

  – **Requirements Definition Process —** Smaller localities reported a need to be included in the requirements development process for applications the State wants to provide.

  – **Outsourcing Opportunities —** Smaller localities are interested in outsourcing any portion (and in fact all) of their infrastructure (including data centers) that DTMB can demonstrate would be cheaper for them than what they are spending now.
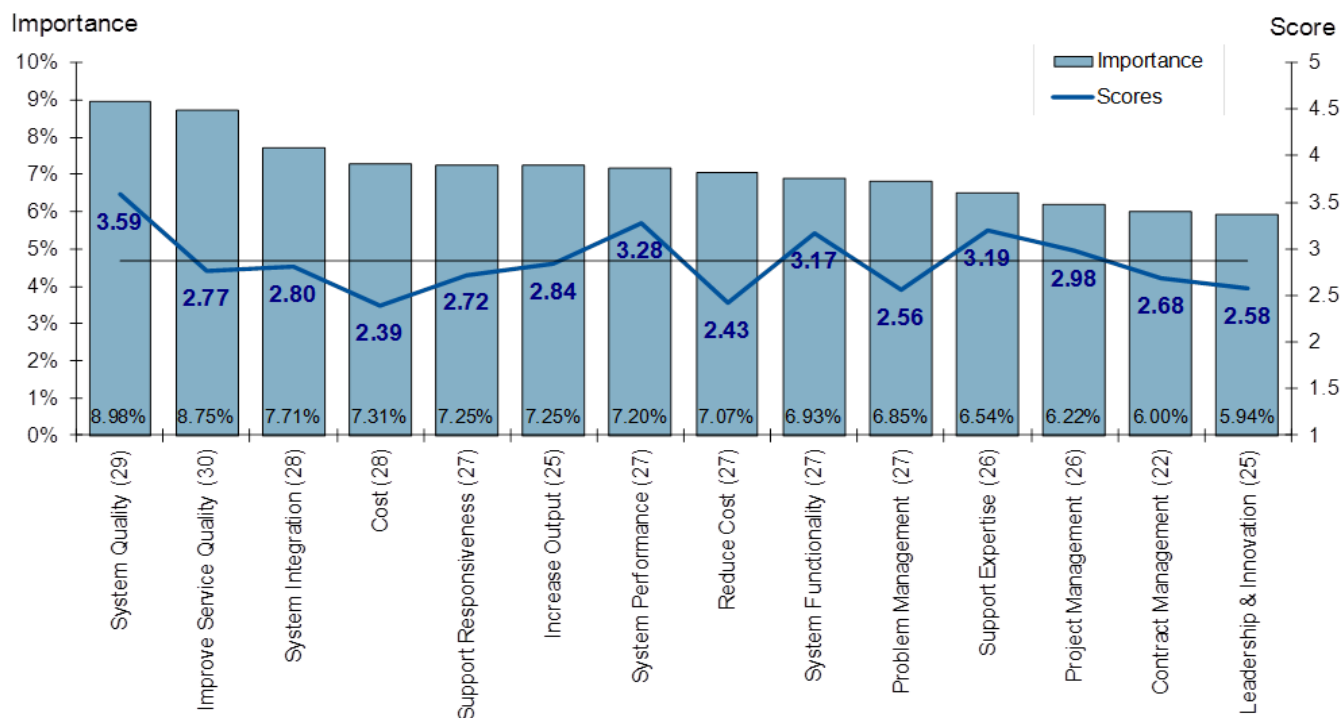
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Executive Summary
ITBE Survey Results

- The Information Technology Business Effectiveness Survey is a tool that helps organizations such as DTMB gauge what is important to its customer base, and how the organization is performing in providing IT services to its customers.

- Gartner distributed the survey to each of the 19 agencies, and a total of 31 respondents rated the standard ITBE criteria.

- The results of the ITBE Survey revealed insightful information on customer perceptions of DTMB and unearthed many areas of opportunity for DTMB, including customer priorities. DTMB was rated highly for infrastructure and operations services, which corresponds with the maturity of these services and improvements made during the last five to 10 years.

- On the other hand, customers expressed the least satisfaction with cost, leadership and innovation aspects of IT, which provides DTMB with keen insight on areas of improvement it can focus on in the future. The figure on the next slide shows the customer responses for importance of and satisfaction with DTMB services.

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Executive Summary
ITBE Survey Results (continued)

- Based on the ITBE results, the following graph illustrates IT service elements in order of importance to the customer, as well as individual customer satisfaction scores expressing how well DTMB currently delivers these elements.

- The straight black line is the average satisfaction score for DTMB (2.87), which indicates there is significant room for improvement related to customer satisfaction with DTMB services.
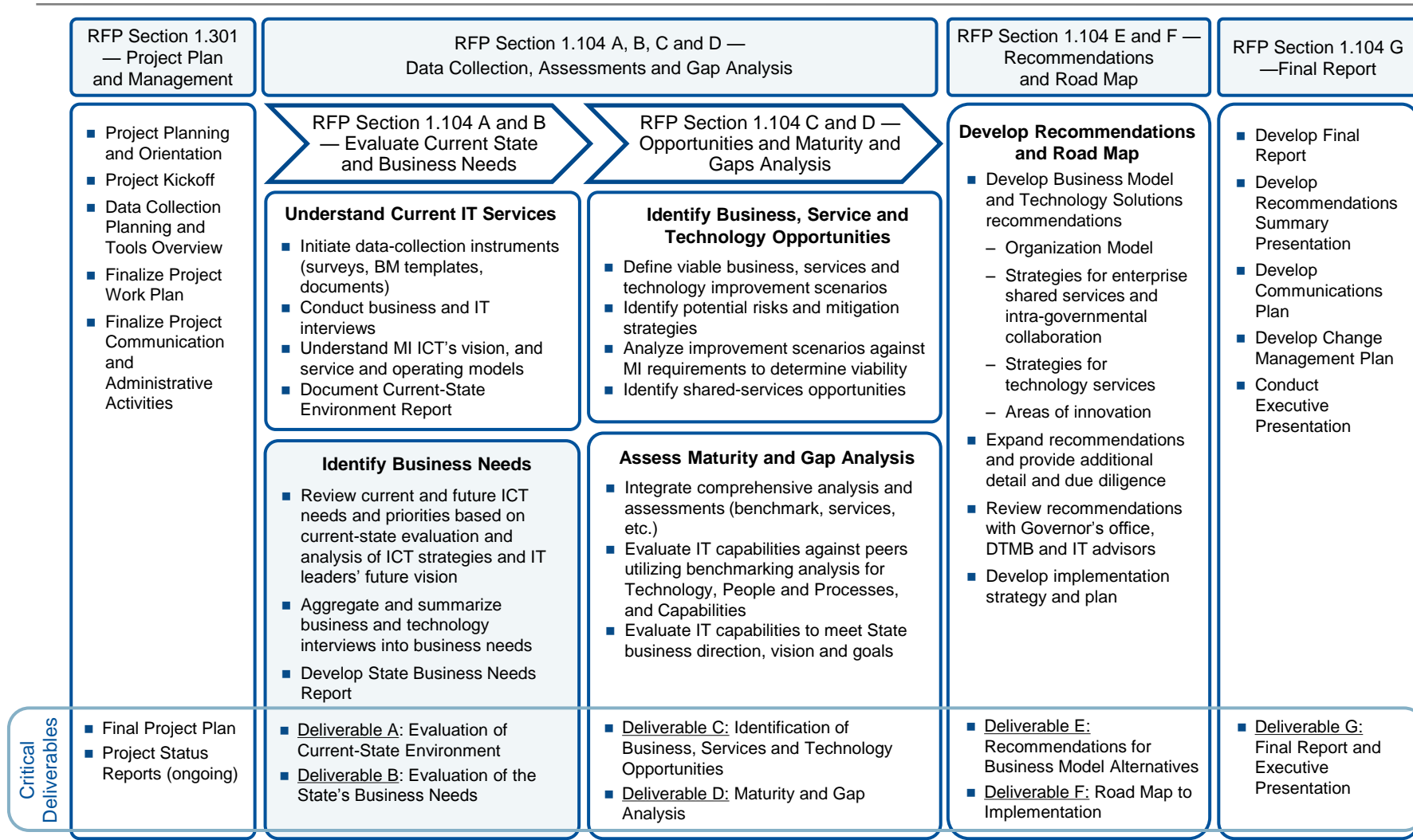
- While only 16% of customers viewed the IT relationship as a partnership, and more than two-thirds are not aware of IT's goals and strategies, customers feel their dependence on IT will increase in the future.
  - Bottom Line: DTMB's strategic goals are either misaligned to or misunderstood by customer agencies, resulting in a large opportunity for DTMB to improve strategic alignment.

- Approximately 71% of customers said they have SLAs, but only 55% of that group know what they are, and only 48% say they meet needs.
  - Bottom Line: Roughly one-third of DTMB customers believe that current SLAs meet their needs.

- There are several criteria of high importance to customers that, if addressed, could provide significantly increased alignment and effectiveness.
  - Bottom Line: Cost, Service Quality and System Integration are primary targets for improvement.

- Key areas such as Project Management, Contract Management and Leadership/Innovation were rated as being of lowest importance by customers.
  - Bottom Line: Some core DTMB functions are not viewed as valuable by customers, but are critical to delivering high-quality, cost-effective services to customers.

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Needs Assessment Approach

Needs Assessment Approach

RFP Section 1.301 — Project Plan and Management	RFP Section 1.104 A, B, C and D — Data Collection, Assessments and Gap Analysis		RFP Section 1.104 E and F — Recommendations and Road Map	RFP Section 1.104 G —Final Report
	RFP Section 1.104 A and B — Evaluate Current State and Business Needs	**RFP Section 1.104 C and D — Opportunities and Maturity and Gaps Analysis**		

	RFP Section 1.104 A and B — Evaluate Current State and Business Needs	**RFP Section 1.104 C and D — Opportunities and Maturity and Gaps Analysis**	**Develop Recommendations and Road Map**	
■ Project Planning and Orientation ■ Project Kickoff ■ Data Collection Planning and Tools Overview ■ Finalize Project Work Plan ■ Finalize Project Communication and Administrative Activities	**Understand Current IT Services** ■ Initiate data-collection instruments (surveys, BM templates, documents) ■ Conduct business and IT interviews ■ Understand MI ICT's vision, and service and operating models ■ Document Current-State Environment Report	**Identify Business, Service and Technology Opportunities** ■ Define viable business, services and technology improvement scenarios ■ Identify potential risks and mitigation strategies ■ Analyze improvement scenarios against MI requirements to determine viability ■ Identify shared-services opportunities	■ Develop Business Model and Technology Solutions recommendations – Organization Model – Strategies for enterprise shared services and intra-governmental collaboration – Strategies for technology services – Areas of innovation ■ Expand recommendations and provide additional detail and due diligence ■ Review recommendations with Governor's office, DTMB and IT advisors ■ Develop implementation strategy and plan	■ Develop Final Report ■ Develop Recommendations Summary Presentation ■ Develop Communications Plan ■ Develop Change Management Plan ■ Conduct Executive Presentation
	Identify Business Needs ■ Review current and future ICT needs and priorities based on current-state evaluation and analysis of ICT strategies and IT leaders' future vision ■ Aggregate and summarize business and technology interviews into business needs ■ Develop State Business Needs Report	**Assess Maturity and Gap Analysis** ■ Integrate comprehensive analysis and assessments (benchmark, services, etc.) ■ Evaluate IT capabilities against peers utilizing benchmarking analysis for Technology, People and Processes, and Capabilities ■ Evaluate IT capabilities to meet State business direction, vision and goals		

Critical Deliverables

■ Final Project Plan ■ Project Status Reports (ongoing)	■ Deliverable A: Evaluation of Current-State Environment ■ Deliverable B: Evaluation of the State's Business Needs	■ Deliverable C: Identification of Business, Services and Technology Opportunities ■ Deliverable D: Maturity and Gap Analysis	■ Deliverable E: Recommendations for Business Model Alternatives ■ Deliverable F: Road Map to Implementation	■ Deliverable G: Final Report and Executive Presentation

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Needs Assessment
Approach

- A key element of the ICT assessment is understanding the needs of the current and potential customer base to realize opportunities for new or improved services, alternative ways to operate, and other methods of evolving and improving DTMB.

- In an effort to expeditiously gather information on key needs, Gartner performed:
  - A series of interviews with each State of Michigan agency, representative counties, and the DTMB liaisons who interact with customers (i.e., IOs, CSDs)
  - An IT Business Effectiveness (ITBE) survey to understand the agencies' perspective on the business effectiveness of IT services

- Gartner subsequently sorted the opportunities into three categories:
  - **Statewide —** The Governor's statewide aspirations and goals.
  - **Shared —** The majority of agencies communicated this need.
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  - **Local Government —** The local governments communicated this need.

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Needs Assessment
Interviewees

- More than 20 current and potential customers were interviewed by Gartner to understand their respective mandated requirements, priorities, and areas of need and opportunity.

- Gartner interviewed nineteen (19) agencies:

  - Agriculture and Rural Development (MDARD)
  - Attorney General (AG)
  - Center for Educational Performance and Information (CEPI)
  - Civil Rights (MDCR)
  - Civil Service Commission (MCSC)
  - Community Health (MDCH)
  - Corrections (MDOC)
  - Environmental Quality (DEQ)
  - Human Services (DHS)
  - Licensing and Regulatory Affairs (LARA)

  - Michigan Department of Education (MDE)
  - Michigan Economic Development Corporation (MEDC)
  - Military and Veterans Affairs (DMVA)
  - Natural Resources (DNR)
  - Department of State (MDOS)
  - State Budget Office (SBO)
  - State Police (MSP)
  - Transportation (MDOT)
  - Treasury (TRS).

- Gartner interviewed six (6) local governments:

  - City of Detroit
  - Kent County
  - Leelanau County

  - Oakland County
  - Ottawa County
  - Washtenaw County

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Needs Assessment

Interviewees (continued)

- The ITBE was sent to all agencies, and they were able to select the appropriate respondent(s) to the survey.

- Ultimately, 16 agencies responded, and the following titles/roles participated in the survey:
    - 3 Directors
    - 9 Deputy Directors
    - 19 Managers.

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Gartner's Integrated IT Assessment Framework

■ Once the agency interviews and ITBE surveys were completed, Gartner sorted the needs based on the nine roles against which DTMB was assessed:

Technology	Organization	Process	Strategy	Service Levels
		CIO: Business Alignment and Effectiveness		
		CIO: Operations Management		
		Applications		
		Program and Portfolio Management		
		Business Intelligence and Performance Management		
		Enterprise Architecture		
		Infrastructure and Operations		
		IT Sourcing and Vendor Management		
		Security and Risk Management		

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Needs Assessment

Shared Needs

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Shared Needs
Overview

- During data-gathering activities, Gartner aimed to identify shared agency needs that represent major opportunities for DTMB to capitalize on when determining its future direction and service catalog.

- Shared needs are defined as services, processes, systems, and other capabilities that the majority of agencies communicated as required or desired.

- Shared needs are presented for each of the nine IT roles, and customer anecdotes and quotes are included to provide additional perspective on the genesis of the needs.

- Some of the key shared needs identified by Gartner include:
  - Technology partners who understand their business and can proactively provide high-value technology solution.
  - A service catalog that is defined by benefits delivered to the business, instead of IT components.
  - Invoices that can be easily understood regarding the services provided and the associated costs.
  - Citizen and business-facing applications to provide customers greater access to services, as well as internal applications to allow for mobile workforce enablement.
  - More project managers, and projects to be completely delivered on schedule and within defined budgets…
  - Performance dashboards for each agency.
  - Expedited mobile provisioning to provide mobile and tablet devices for mobile workforce enablement.
  - Quickly evolving technical architecture standards to keep pace with agency business needs.
  - Clarity on status to complete a procurement, and appropriate controls to enforce contract terms with vendors.
  - Security standards that protect enterprise security interests, but flexible enough for agencies to realize their business objectives.

Shared Needs

CIO — Business Alignment and Effectiveness

- Agencies require technology partners who understand their business and can proactively provide technology solutions that will meet their evolving business needs while delivering a high degree of business value.

- Agencies require technology partners who understand the business implications of poor IT services and who are equally accountable when poor IT services impact business operations.

- Many agencies desire a strategic partner who can help develop a "mini IT strategy" aligned with each agency's strategy.

- Many agencies desire a higher prevalence of shared services.

Anecdote

- There is a sense among agencies that DTMB does whatever is cheaper and easiest for them, regardless of customer needs. One agency recounted having to use 32G backup tapes because that is easiest for DTMB, although "it has nothing to do with their business needs."

- One agency reported a lack of accountability of Infrastructure Services to its IO, which had led to a denial of an upgraded server request (which would have reduced costs for the client). The agency felt a primary driver for the request denial was that Infrastructure Services had wanted to "protect its own turf" as opposed to considering the agency's business needs.

"The CIO is razor focused on customer service."

"They're more focused on pragmatic IT support functions, but not strategic IT visions."

"DTMB does not understand our business at all, and that's cost us."

"The advent of the Information Officer has greatly improved our relationship with DTMB."

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Shared Needs
CIO — Operations Management

- Agencies require a service catalog that is defined by benefits delivered to the business, instead of IT components.

- Agencies require invoices to be clear, so they can easily understand the services provided and the associated costs.

- Many agencies desire improved clarity on the roles and responsibilities of DTMB staff.

- Many agencies desire formal feedback mechanisms to DTMB.

Anecdote

- The Department of Community Health reported it taking one year or longer for DTMB to hire qualified contractors on its behalf.

- When the implementation is complete and Deloitte finishes its work on an outsourced project, Treasury does not feel DTMB has the personnel necessary to manage the applications stemming from that project.

- Because MPSCS is understaffed, Michigan State Police vehicles are not always serviced on time. Due to union contracts, the vehicles cannot be used until the vehicle radio is fully operational, and this reduces the capabilities of the Michigan State Police.

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"MPSCS is one of the most successful systems the state has."

"There is a lot of internal fighting within DTMB, especially between Agency and Infrastructure Services."

Shared Needs

Applications

- Mobile applications are a high-priority need for many agencies. Agencies are looking both for citizen and business-facing applications to provide customers greater access to services, and internal applications to allow for mobile workforce enablement.

- Strong desire among agencies to rewrite and upgrade older, legacy applications to newer technology standards.

- Accurate recording of licensed software purchases. Agencies reported that, as a result of DTMB not effectively tracking site licenses, if they upgrade computers, they have to repurchase the software.

Anecdote

- The Michigan State Police is aiming to close 35 brick-and-mortar station locations. As part of this initiative, there is the need to rewrite a great number of applications to work in the mobile environment.

- LARA has two major systems that are outdated and based on COBOL, including its Liquor Purchasing Application system, which is responsible for $15M in transactions per day.

"Legacy and new applications are our biggest areas of concern."

"We'll find out that an application hasn't been worked on for weeks because someone is on vacation."

"When we do requirements gathering for new applications, DTMB is helpful — expensive, but helpful."

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Shared Needs
Program and Portfolio Management

- Agencies require projects to be completely delivered on schedule and within defined budgets.

- Agencies require project status metrics and updates (e.g., percentage complete, budget remaining, etc.).

- Agencies require a project benefits review process — to evaluate where projects are in terms of delivering on the business value — and then make business decisions (e.g., Do we continue on the project? Do we mitigate the project?).

- Agencies require a sufficient number of trained project managers who are skilled in project management and trained on a standard methodology.

Anecdote

- A staffing project for Treasury Services had been quoted at $197K, yet ended up totaling $884K.

- The Department of Corrections reported it has 10 projects in the pipeline, yet they always seem delayed by Infrastructure Services projects that seem to keep interjecting.

"We're not participating in the annual Call for Projects — our projects are so backed up, there is no sense in doing so."

"DTMB requires SUITE of all our vendors, yet they themselves don't follow it."

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Shared Needs
Business Intelligence and Performance Management

- The Governor is requesting a citizen-based portal (MiPage) that consolidates government information and services on one page for citizens (e.g., allows an individual citizen to access applications for permits, reservations for State services, etc.).

- All agencies have to define performance targets — they need information to track their performance against the goals of their organization.

- Performance dashboards for each agency are needed.

Anecdote

- The Department of Community Health reported wanting to accurately track a person across all agencies.

- The Michigan State Police would like business intelligence in the form of a biometrics program that includes facial recognition information from the Department of State.

- The Department of Human Services has its own data management group because it feels that DTMB does not have the appropriate skill set to effectively manage business intelligence.

" "

"Business Intelligence at DTMB is antiquated and dependent on writing customized queries. It is not an area that DTMB has managed well at all."

Shared Needs
Enterprise Architecture

- Agencies require DTMB to quickly evolve technical architecture standards to keep pace with agency business needs.

- Several agencies desire better awareness of Shared Services' role and responsibilities.

- Several agencies desire a centralized, common mobile strategy for mobile application development and mobile device management.

Anecdote

- MiCloud is a well-architected product, but many agencies and counties feel they need more guarantees and better support before they proceed with using it.

- Michigan State Police feel that whoever sets the technical standards at DTMB is too far removed from the customer.

- Many agencies commented that DTMB is behind on innovation of technologies that would increase business efficiency — such as mobile workers, working from home, or the use of common technologies such as the iPad.

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"It is often difficult to work through the Enterprise Architecture and Enterprise Security processes to move projects ahead. Focus seems to be entirely on internal controls, rather than accomplishing external objectives."

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Shared Needs
Infrastructure and Operations

- Agencies require defined service-level agreements that are enforced for help desk/incident management.

- Agencies require defined service-level agreements for desktop/laptop/server provisioning.

- Numerous agencies expressed a high-priority need for expedited mobile provisioning to provide mobile and tablet devices for mobile workforce enablement.

Anecdote

- Customers report that SLAs are consistently not being met. Michigan State Police reported the target for deploying equipment on time (within 45 days) is 90%, yet across agencies that metric is only being met 28% of the time.

- The Department of Military and Veterans Affairs noted that many of its staff who work in veterans' nursing homes do not have access to a desktop or laptop. Providing them with a tablet would give those staff members IT access and allow them to effectively perform their jobs.

- Treasury asked Telecom to provide an SLA, and they reported being unaware that they were supposed to provide one. Months later, Treasury has yet to receive an SLA from Telecom.

"We called DTMB a week ago to get a new Senior Manager set up with a computer. He still has yet to receive it."

"DTMB does a good job with Enterprise Security and LAN. The network never seems to go down—DTMB seems to stay up on those standards."

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Shared Needs
IT Sourcing and Vendor Management

- Agencies require procurement lead times to be three to four months.

- Agencies require clarity on status to complete a procurement, which today is not possible with multiple systems and multiple checkpoints and reviews.

- Agencies require appropriate controls to enforce contract terms with vendor.

Anecdote

- The Department of Environmental Quality reported it taking three to six months to procure printers.

- The Department of Human Services wanted to purchase a unique software product for juvenile tracking. Only one vendor was providing the software product, yet they still had to bid on the product through a lengthy procurement process.

"The procurement process is very antiquated. Sometimes it takes a year or more to bring contracted services in."

"We have a tendency to not bring in purchasing until the end."

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Shared Needs
Security and Risk Management

- Security standards are viewed as a major roadblock for mobile provisioning. There is a desire among agencies to have security standards in place that protect agency and enterprise security interests, while being flexible enough for agencies to realize their business objectives.

- Compared to other role perspectives, relatively few shared security needs were identified.

Anecdote

- The Department of Natural Resources has been unable to accomplish many of its connectivity initiatives due to Enterprise Security, stating that it is "the most common reason that we're not able to accomplish certain things around connectivity, such as third-party vendor services."

"Security is choking a lot of things — we'll be so securitized we won't be able to move."

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Needs Assessment

Agency-Specific and Local Government Needs

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Agency Specific and Local Government Needs
Overview

- During data-gathering activities, Gartner also identified needs that were specific to one or a few agencies.

- In addition, Gartner noted key needs expressed by local government jurisdictions, which will help the State identify service and partnership opportunities in the future.

- The needs that were gathered cover a number of areas, but are important to understanding the customer, given these were "top-of-mind" contributions during interviews.

- In an effort to qualify the agency-specific needs to help extrapolate into broader areas of focus in the future, each specific need is preceded by a category (e.g., Social Media Strategy).

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Agency Specific and Local Government Needs

Agency-Specific Needs

- **Social Media Strategy —** Three agencies communicated a need for developing a Social Media strategy and/or game plan for agencies to follow.

- **Content Management —** Three agencies expressed a desire to redesign the content management and website design for their agency sites in an effort to make them look more professional.

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- **Mobile Applications —** Michigan.gov has begun an initiative to migrate the most popular content to mobile applications.

- **Health Insurance Exchange —** LARA, in an effort with the Department of Community Health, has the "My Health Marketplace" — a major new initiative — on the horizon. "My Health Marketplace" is a portal where employers can go and purchase health insurance, and employees can see benefits.

- **Predictive Analytics —** The Department of Human Services stated a need for a predictive analytics capability to perform "what if?" analyses against historical information.

- **Integration —** Three agencies expressed a need for better data integration capabilities with the federal government for environmental data, healthcare-related data, etc.

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Agency Specific and Local Government Needs
Local Government Needs

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- **Volume Pricing —** All localities are interested in leveraging software and hardware purchasing where possible, but localities are not confident that DTMB can get them better pricing.

- **GIS Solutions —** Several localities are pleased with existing GIS services being provided, and would like to expand the GIS program where practical.

- **Cloud Computing —** Larger localities generally do not feel the need for outsourcing to DTMB their existing applications or infrastructure, but they are interested in sharing more-advanced technologies such as cloud computing.

- **Requirements Definition Process —** Smaller localities reported needing to be included in the requirements development of applications the State wants to provide.

- **Outsourcing Opportunities —** Smaller localities are interested in outsourcing any portion (and in fact all) of their infrastructure (including data centers) that DTMB can demonstrate would be cheaper for them than what they are spending now.

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Information Technology Business Effectiveness Survey

Overview and Methodology
Composite Scores for All Respondents
Database Comparison
Gap Analysis
High-Level Demographic Breakdown

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Information Technology Business Effectiveness Survey
Overview and Methodology

- The Information Technology Business Effectiveness Survey is a tool that helps organizations such as DTMB gauge what is important to its customer base, and how the organization is performing in providing IT services to its customers.

- From a population of 19 agencies, 31 total respondents rated the standard ITBE criteria.

- Areas of analysis include:
  - Respondents' importance and satisfaction ratings of IT's services
  - Respondents' recommendations for improvement
  - Respondents' overall ratings of IT and benchmark comparisons.

- The methodology for the ITBE survey centers on customer assessment of service, as described below:

In rating a service, product or overall IS, criteria are:

Screened	Is Availability important to you?	✔ ☐
Weighted	How important?	3
Rated	How satisfied are you?	4.2
and Justified by each respondent.	Why? Which improvements would increase your satisfaction?	*"I need this service after 5 p.m., and availability and support are not consistent then."*

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Information Technology Business Effectiveness Survey
Services and Systems Criteria Descriptions

■ The ITBE uses the following services and systems criteria descriptions:

- **Reduce Cost —** Cost-effectiveness in the areas of labor, materials, contracts, overheads, etc.

- **Improve Service Quality —** Better responsiveness, accessibility, dependability, customer satisfaction, etc.

- **Increase Output —** Increase capacity or efficiencies while keeping cost at the same level.

- **System Functionality —** Compatibility, ease of use, ergonomics, flexibility, integration, user interface and business support value.

- **System Quality —** Reliability, dependability, uptime and technical quality.

- **Support Expertise —** Knowledge, competence, communication skills, attitude, courtesy and professionalism.

- **System Performance —** Speed, responsiveness, turnaround time and throughput.

- **Support Responsiveness —** Availability, ease of contact, dependability, turnaround time and follow-up.

- **Cost —** Competitiveness of IT costs compared to other alternatives available to you.

- **Project Management —** Work with business to achieve project goals. Business projects may vary from small to large; tactical to strategic.

- **Leadership and Innovation —** Takes a leading role in providing services including identifying, planning and engineering opportunities to use technology to achieve business goals.

- **System Integration —** Ensures that all involved systems, both new and existing, function effectively together to meet business requirements (includes cross-project responsibilities, coordination with individual projects, and service planning).

- **Contract Management —** Administrative processes which include cost reporting, invoicing and/or billing, out-of-scope administration, business engagement.

- **Problem Management —** Proactively manage system problems, demonstrate and trend the use of automation to more effectively manage problems, and notify customers before they are aware of or have to report problems.

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Information Technology Business Effectiveness Survey
Overall Scores and Importance

■ The following graphic shows several elements of the ITBE survey results:

– The blue columns show the relative importance of the services and systems criteria for all responding agencies.

– The blue line indicates the satisfaction scores for each of the services and systems criteria.

– The straight black line is the average satisfaction score for DTMB — 2.87.
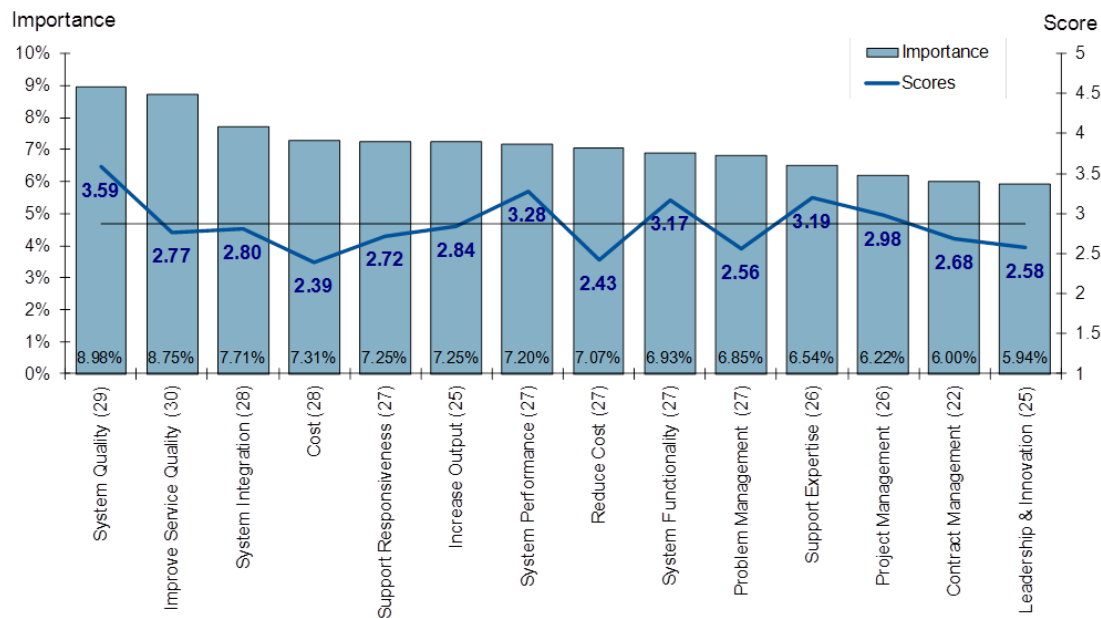
DTMB should address the services and systems that are most important and have the lowest satisfaction scores.

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Information Technology Business Effectiveness Survey
Least-Satisfied 50% vs. Most-Satisfied 50%

■ The following graphic is an alternative way of evaluating importance and satisfaction.

– The blue columns show the relative importance of the services and systems criteria for the <u>least</u>-satisfied agencies.

– The green line indicates the satisfaction scores for the <u>most</u>-satisfied agencies.

– The purple line indicates the satisfaction score for the <u>least</u>-satisfied agencies.
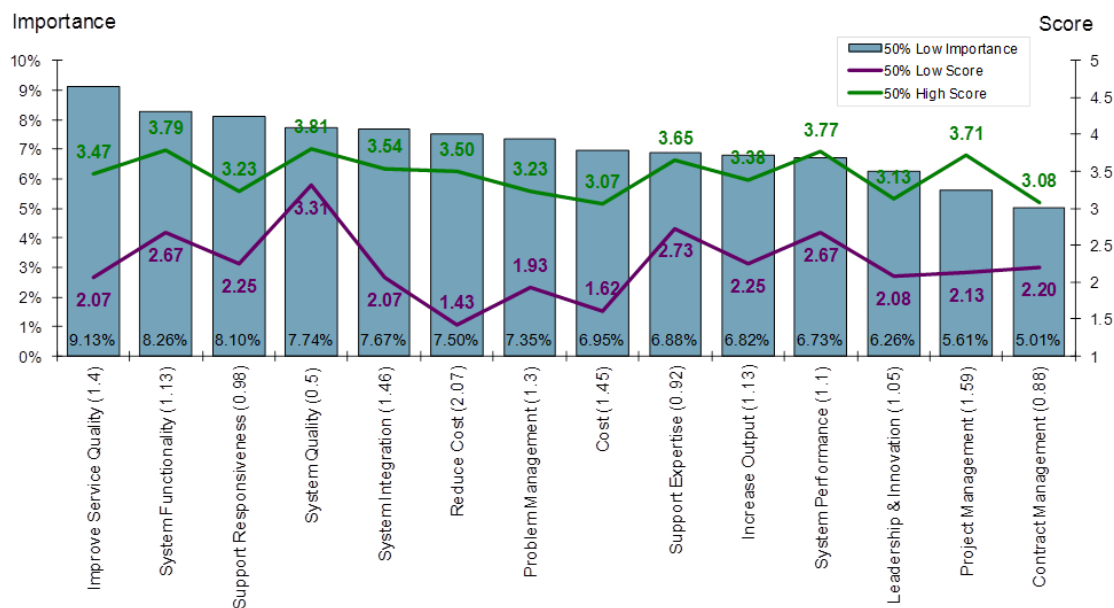
DTMB can make the most impact by focusing on the services and systems with the biggest gaps in satisfaction.

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Information Technology Business Effectiveness Survey

Agency Scores

- The following graphic depicts systems and services satisfaction by agency.
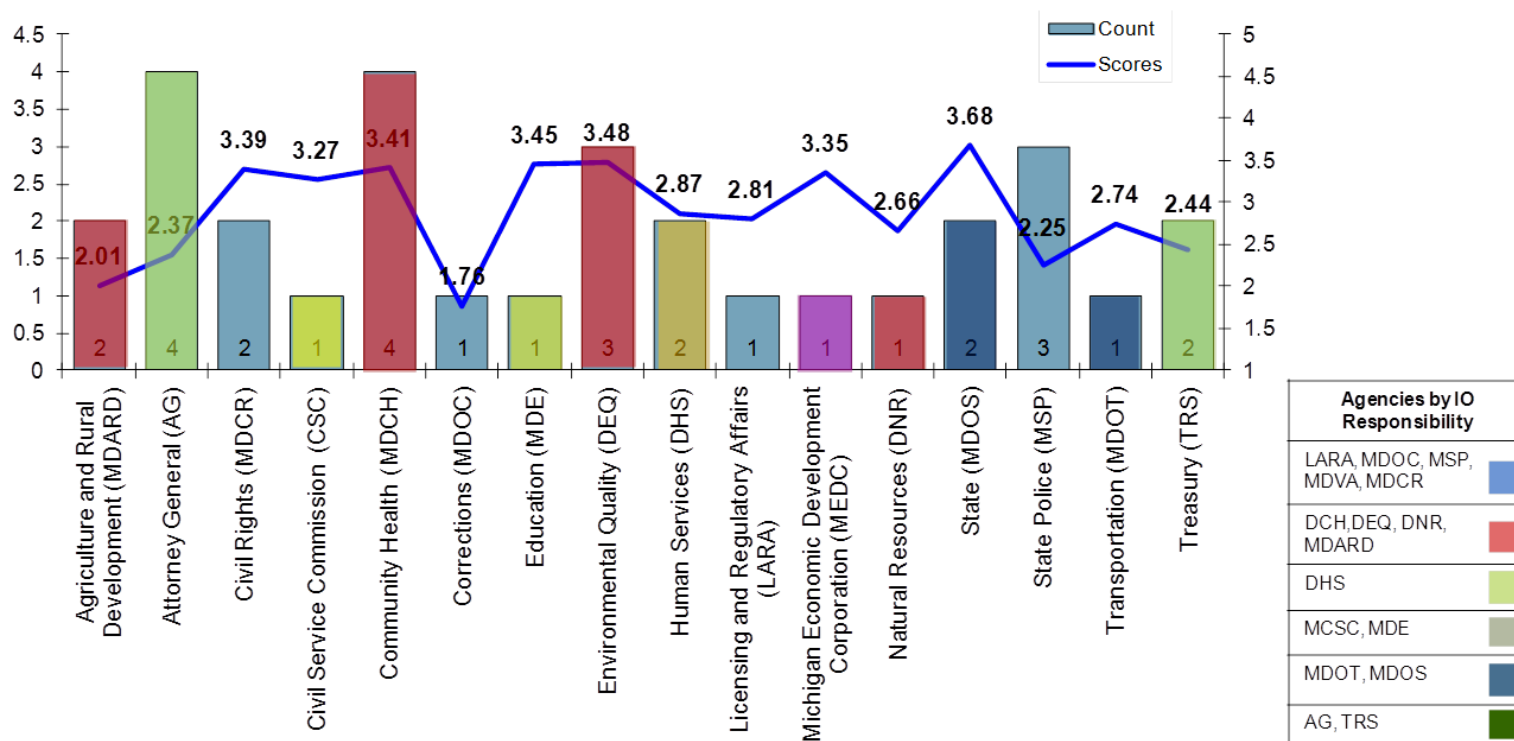
Agency satisfaction was not correlated with the performance of individual IOs, as it is often the case that the same IO will be responsible for both comparatively satisfied and unsatisfied agencies.

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Information Technology Business Effectiveness Survey

Respondent Profile

- ■ The pie chart on the left illustrates the different types of roles that responded to the ITBE survey.
- ■ The bar chart on the right illustrates the varying satisfaction by roles.

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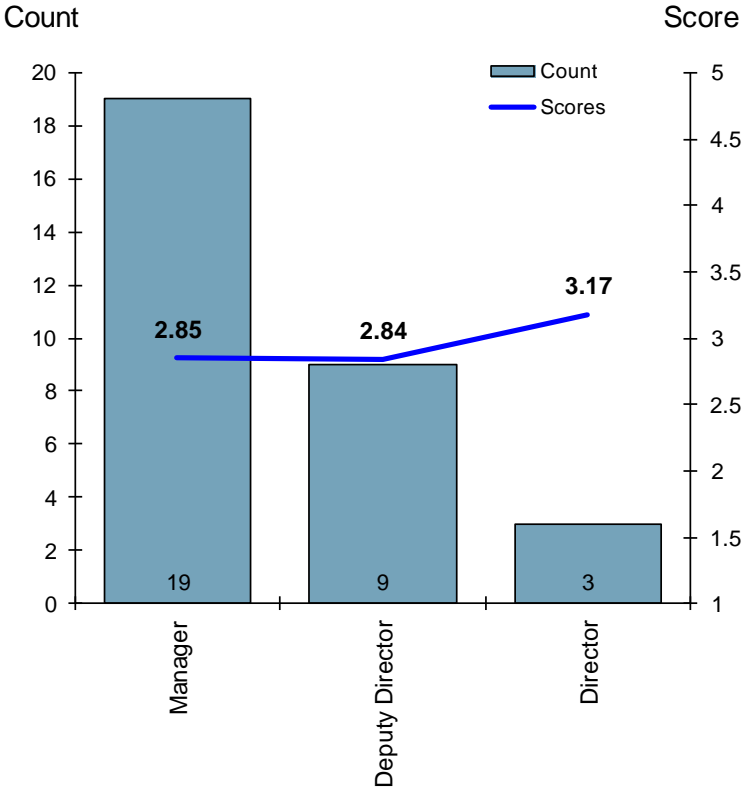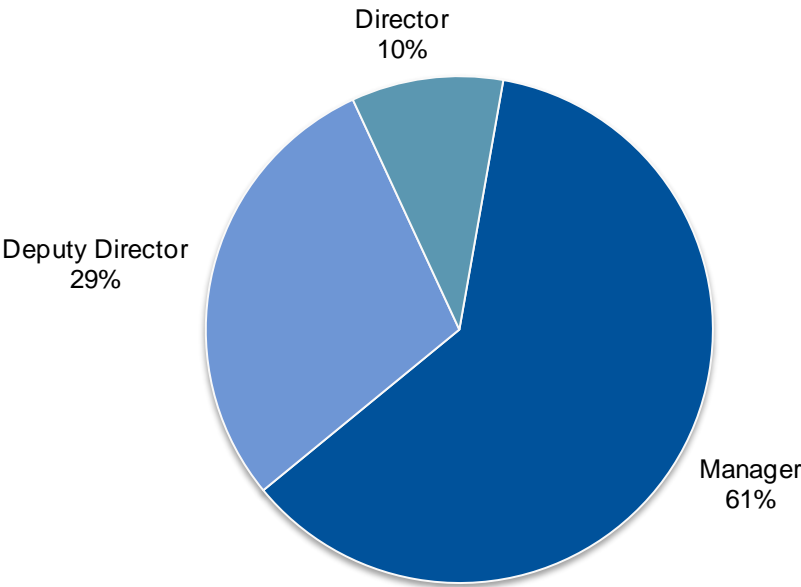
Information Technology Business Effectiveness Survey

Customer Relationship with IT

- The pie chart on the left illustrates the percentage of respondents who perceived the relationship between their agency and DTMB to be Administrative, Association or Partnership.
- The bar chart on the right illustrates the varying satisfaction by type of relationship.
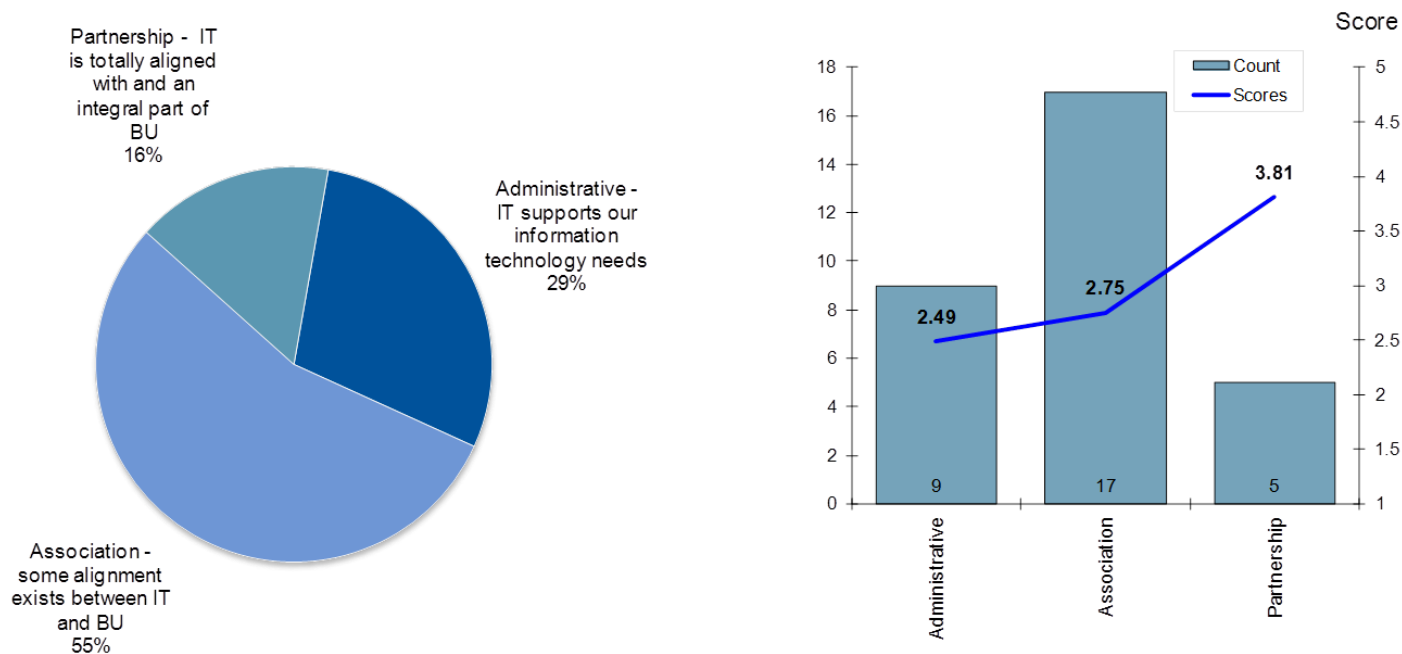
Agencies that view their relationship with DTMB as a Partnership are significantly more satisfied than agencies that view their relationship as Administrative or Association.

Information Technology Business Effectiveness Survey
IT Goals, Objectives and Strategies

- The following pie charts illustrate alignment with DTMB goals, objectives and strategies.

Are you aware of IT's goals, objectives and strategies?

Yes 32%
No 68%

The majority of the agencies are not aware of DTMB goals, objectives and strategies.

How well are IT's strategies aligned with your strategic business requirements?

Fully aligned 20%
Somewhat aligned 80%

A vast majority of the agencies' IT strategies are only somewhat aligned with DTMB''s strategies.

Do you agree with IT's goals, objectives and strategies?

Neutral 10%
Strongly Agree 50%
Somewhat Agree 40%

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Information Technology Business Effectiveness Survey
Dependence on IT

- ■ The following pie charts illustrate that dependency on IT will increase in the future.

Current Dependency

Average dependency 10%

Extremely high dependency 55%

High dependency 35%

Extremely high dependency 61%

Future Dependency
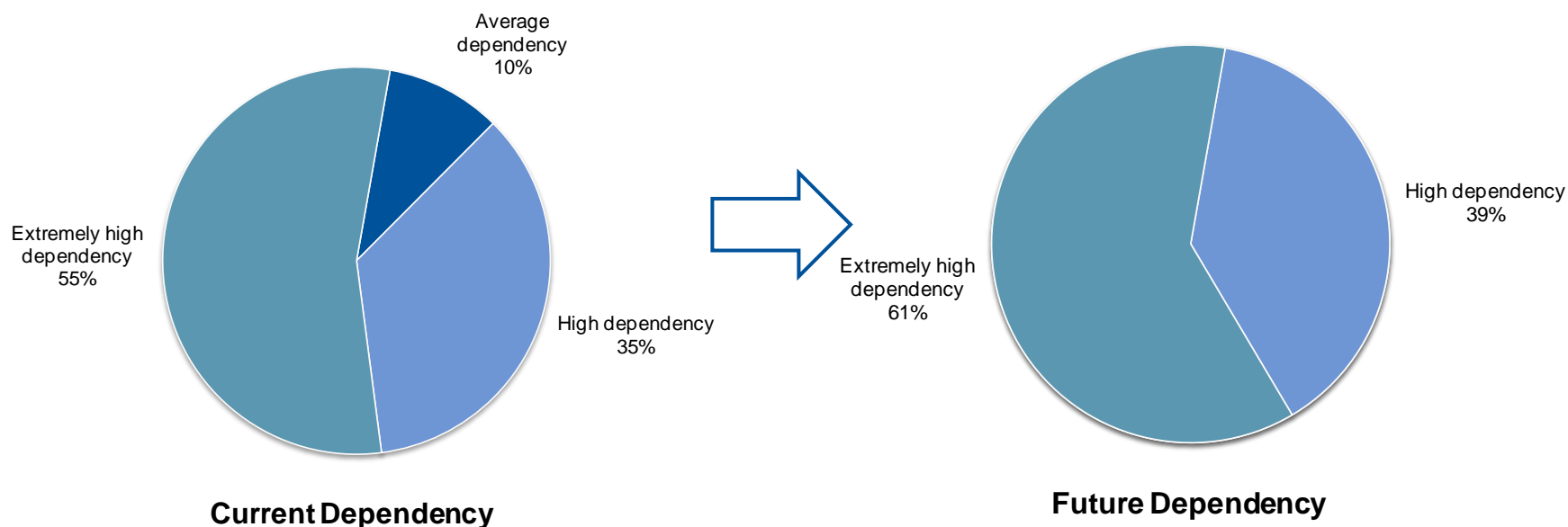
High dependency 39%

100% of respondents believe that their organization will have a high or extremely high dependency on IT in the future.

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■ The following pie charts illustrate customer thoughts on Service-Level Agreements with DTMB.

Has your organization established/determined Service-Level Agreements with IS?

Does not apply 3%
Do not know 16%
No 10%
Yes 71%

Do you know what they are?

Does not apply 15%
No / Do not know 19%
Yes 66%

Do the current Service-Level Agreements meet your needs?

Does not apply 6%
Yes 10%
Do not know 36%
No 48%
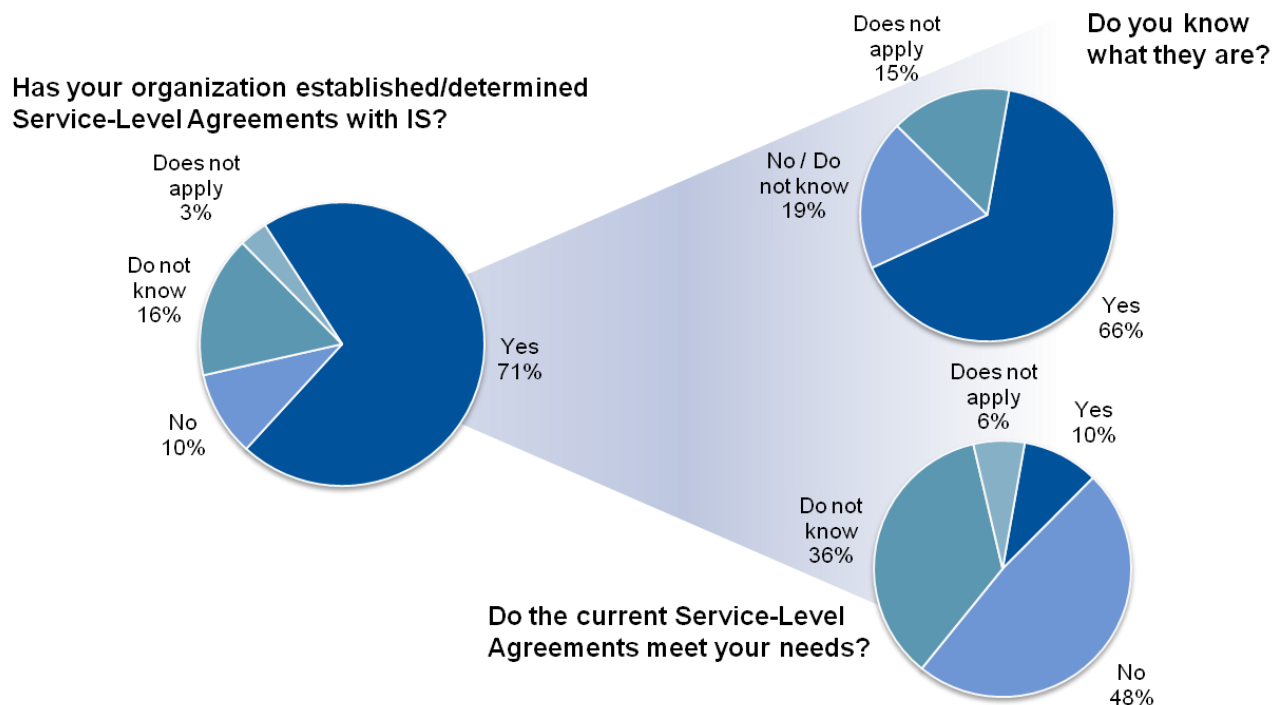
Of the 71% that have SLAs with DTMB, only 10% feel that the SLAs meet their needs.

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Information Technology Business Effectiveness Survey
Which Category of IT Organization Best Fits Your Business Expectations?

■ The following pie chart illustrates each of the respondents' expected services relationship between DTMB and their agencies.

Utility
10%

Transformational
35%
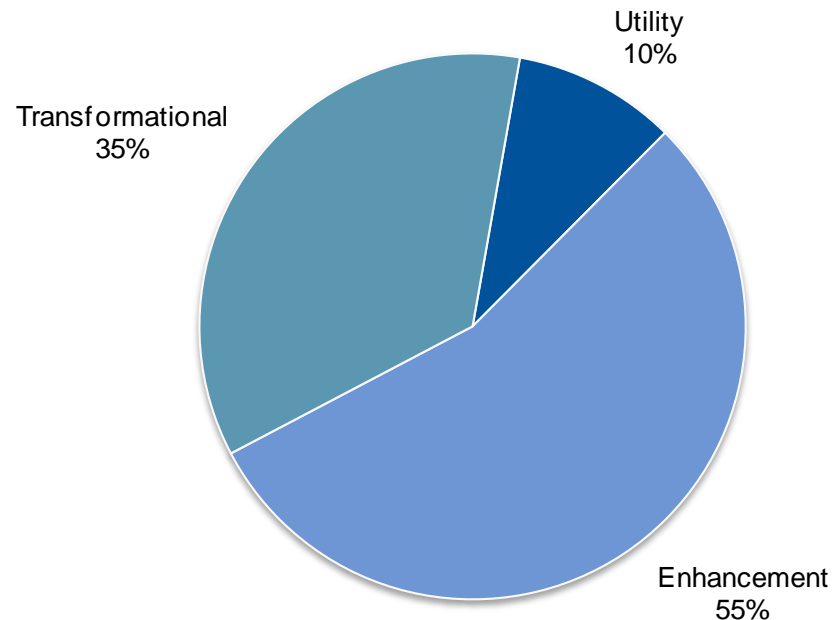
Enhancement
55%

Definitions

■ **Utility** — IT will service the organization.

■ **Enhancement** — IT will enable the organization to fulfill its vision or gain efficiencies.

■ **Transformational** — IT will be a differentiator that drives the organization.

90% of the respondents expect DTMB to either enable their organization or be a differentiator for their organization.

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Appendix A — Customer Information

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Customer Information Overview

- During its data-gathering efforts, Gartner conducted a series of interviews with several of DTMB's customer agencies. The information gathered from these interviews has been summarized within the follow sub-sections.

- These summaries include:
  - Summary Slide:
    - Basic Information About the Client
    - Key Stakeholders and Background Information
    - Business Drivers and Key Initiatives.
  - DTMB/Agency Relationship Strengths/Weaknesses/Opportunities/Threats (SWOT) Analysis.

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Customer Information — Attorney General

Background

Basic Information About the Client

Agency Name: Attorney General's Office (AG)

Agency Mission: Chief Legal Advisor to the State of Michigan, as well as the State's Chief Law Enforcement Officer.

Total Budget: $74.3 million ($28M General Fund)

Total IT Spend: $1.3 million

Number of Staff: 488; 300–350 lawyers; 637 computers; ~10 officers

Key DTMB Services Used: LegalFiles

Key Stakeholders and Client Background

Director: Bill Schuette

Other Stakeholders:

Business Drivers and Key Initiatives

Mission Fulfillment/Continuation Initiatives:

- Attorney General Operations:
    - Increase lawsuit awards payable and secured savings on behalf of the State.
    - Increase lawsuit awards per $1 of appropriation.
- Prosecuting Attorneys Coordinating Council:
    - Operate a Prosecution Case Management System.
    - Collective savings annually to prosecutors resulting from the PCMS.
    - Surveyed prosecutors highly value the PCMS.

Business Improvement Initiatives:

- Increased website interaction with constituents.
- Ability to work from home with full access.

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Customer Information — Attorney General

DTMB/Agency Relationship SWOT Analysis

Strengths

- Basic functionality.
- Strong level of trust with the DTMB staff that the AG works with daily.

Weaknesses

- Relationship is not strategic.
- CSD and IO used primarily as points of escalation to fix emergencies.
- AG is spending $37K annually on Summation software, but DTMB will not permit the application to be hosted on a LAN. AG is acting as an intermediary between the software vendor and DTMB in order to try to persuade DTMB to address the poor service issue.

Opportunities

- Increase website interaction with constituents.
- Provide AG workers with work-from-home flexibility.

Threats

- Attorney General feels that its business is significantly impaired by lack of DTMB service. Long-term, Michigan faces potential legal and fiscal ramifications as a result.

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Customer Information — Department of Agriculture and Rural Development
Background

Basic Information About the Client

Agency Name: Michigan Department of Agriculture and Rural Development (MDARD)

Agency Mission: To protect, promote and preserve the food, agricultural, environmental and economic interests of the people of Michigan

Total Budget: $71.5M

Total IT Spend: $2.1M

Number of Staff: 409 employees

Key DTMB Services: USAHerds, EWARS, LabLynx-COTS Legacy Transition Projects

Key Stakeholders and Client Background

Director: Keith Creagh

Other Stakeholders:

Business Drivers and Key Initiatives

Mandated Initiatives:

To provide services to the Michigan food and agriculture community through a variety of food safety, environmental protection, and animal and plant health programs.

Mission Fulfillment/Continuation Initiatives:

- Food Safety and Health Assurance:
  - Routinely scheduled food establishment inspections completed.
  - Milk safety inspections meeting national standards.
  - Percentage of counties that are Bovine TB-free.
- Environmental Protection:
  - Decrease the percentage of repeat offenders of pesticide violations.
  - Pounds of pesticide collected and disposed of properly.
  - Farm systems verified as environmentally sound.
- Rural and Economic Development:
  - Licensed grain dealers audited within 18-month period.
  - Inspected weights and measures deemed in compliance with the National Institute of Standards & Technology.
  - Farmland Development Rights Agreements Renewed.

Business Improvement Initiatives:

- Regional Offices and Mobile Workforces.

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Customer Information — Department of Agriculture and Rural Development
DTMB/Agency Relationship SWOT Analysis

Strengths

- CIO outreach.
- Agency Services is more proactive on customer service recently.
- Web services team is very responsive.

Weaknesses

- IO conversations are operational, not strategic.
- Not a collaborative, strategic relationship with DTMB.
- 50% of workforce denied wireless printers for home offices.
- Invoicing is vague.
- Hours of work need to be broken out.

Opportunities

- Shoring up inconsistent project management performance.
- Continued expansion of shared services.

Threats

- Field Service techs are not flexible and cause MDARD staff to lose a half-day or full day of work.
- Inability to provide resolution to mobile worker issues.

Customer Information — Department of Community Health

Background

Basic Information About the Client

Agency Name: Department of Community Health (MDCH)

Agency Mission: MDCH seeks to protect, preserve and promote the health and safety of the people of Michigan, particularly vulnerable and under-served populations

Total Budget: $~13B

Total IT Spend: $40M

Number of Staff: 4,100

Key DTMB Services Used: Basic services including help desk services, and desktop equipment, infrastructure services, network services, application development

Key Stakeholders and Client Background

Director: Olga Dazzo, Director

Other Stakeholders: Nick Lyon, Deputy Director

Business Drivers and Key Initiatives

Mandated Initiatives:
- Improve healthcare.
- Comply with healthcare reform legislation.
- Provide Medicaid services.
- Lower costs through competitive and collaborative organized system of care.

Mission Fulfillment/Continuation Initiatives:
- $100M Medicaid System Upgrade.

Business Improvement Initiatives:
- Better Business Intelligence that ideally would accurately track a person across all agencies.
- Mobile workforce enablement to minimize necessary staff resources for staff to effectively perform job function.
- Citizen and business-facing mobile applications to provide customers better access to DCH services.
- Social media to connect with customers and keep them informed.

Customer Information — Department of Community Health

DTMB/Agency Relationship SWOT Analysis

Strengths

- Very large agency with significant State funding.

- Reports having a very good relationship with its IO and CSD from Agency Services.

- Reports having satisfactory levels of communication with DTMB.

Weaknesses

- Very complex agency in terms of its mandated initiatives, including Medicaid, mental health, elderly and substance abuse services.

- Working with DTMB at an operational level for the most part, with very little strategic involvement.

- Does not feel as if DTMB understands its business.

Opportunities

- Increased mobile workforce enablement.

- Less-complex, more-intuitive billing from DTMB for services provided.

- Very open to the establishment and increased usage of shared services.

- Interested in the development of better business intelligence.

- An improved hiring process to procure contractors more quickly.

Threats

- DCH reports having very specialized IT needs for which DTMB is not always well equipped to provide service for.

- Expressed a high level of interest (and preference) for working with third-party vendors in many instances.

Customer Information — Department of Corrections
Background

Basic Information About the Client

Agency Name: Department of Corrections (MDOC)

Agency Mission: The mission of the Michigan Department of Corrections is to create a safer Michigan through effective offender management and supervision in our facilities and communities, while holding offenders accountable and promoting their rehabilitation

Total Budget: $2B

Total IT Spend: $26.3M

Number of Staff: 41,048 employees

Key Stakeholders and Client Background

Director: Daniel Heyns

Other Stakeholders:

- Randy Treacher — Operations Support Administration
- Steve DeBor

Business Drivers and Key Initiatives

Mission Fulfillment/Continuation Initiatives:

- Safe and Secure Facilities:
  - Number of prison escapes.
  - Number of serious assaults on staff and prisoners.
  - Percentage of positive prisoner substance abuse tests.
- Best practices, parole decision making and supervision:
  - Probation violators sentenced to prison per 1,000 probationers.
  - Overall parole revocations per 1,000 parolees.
  - Parole absconders at large >90 days.
  - Percentage of parolees returned to prison within three years.
  - Percentage improvement in Prisoner Re-entry returns to prison against baseline expectations.
  - Percentage of parolee GPS surveillance terminations for new felonies.
- Restructuring of prisoner re-entry programs:
  - Parolee employment rate.
  - Number of pre-parole mental health plans in place.
  - Number of post-ERD prisoners on program waiting lists.
- Efficient use of State resources:
  - Average per-diem cost per prisoner.
  - Prisoner healthcare costs.
  - Number of services being competitively bid.
- Leverage technology to achieve agency goals:
  - Number of completed/progressing/pending high-value information technology projects.

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Customer Information — Department of Corrections

DTMB/Agency Relationship SWOT Analysis

Strengths

- CIO outreach.
- "Red Card" applications, networks and email perform well.

Weaknesses

- MDOC has its own data systems group to support the business side of IT.
- MDOC has to report outages, and DTMB is unaware when a system is down.
- Tickets are closed quickly without resolving the problem.
- Unsure of the value it receives from DTMB.

Opportunities

- Would like to see DTMB staff attend executive meetings.

Threats

- Legacy upgrades with no identified time for completion.

Customer Information — Department of Environmental Quality

Background

Basic Information About the Client

Agency Name: Department of Environmental Quality (DEQ)

Agency Mission: The Department of Environmental Quality is dedicated to protecting human health and to preserving a healthy environment

Total Budget: $405M

Total IT Spend: $7M

Number of Staff: ~1,100

Key DTMB Services Used: Help desk services, and desktop equipment, infrastructure services, network services, application development

Key Stakeholders and Client Background

Director: Dan Wyant

Other Stakeholders:

- Jim Sygo, Deputy Director
- James Kasprzak, Chief Administrative Officer

Business Drivers and Key Initiatives

Mandated Initiatives:

- The development and support of programs that restore and enhance Michigan's environment and preserve its natural resources.

Mission Fulfillment/Continuation Initiatives:

- To become leaders in environmental stewardship.

Business Improvement Initiatives:

- To help contribute to Michigan's economic recovery.
- The agency has several large-scale applications that are outdated and need to be updated/rewritten.
- To improve and excel in customer service:
  - The agency would like to improve customer service initiatives by getting rules and regulations right, and then with getting permits right, and also reducing the process times for permits
  - Additionally, DEQ would like to increase transparency on how it manages programs and handles constituents.
- The DEQ is looking for technology solutions to offset recent staff declines of ~300.
- Increase mobile applications and enable workforce with mobile devices.
- DEQ would like to move as many services as possible online to reduce costs.

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Customer Information — Department of Environmental Quality

DTMB/Agency Relationship SWOT Analysis

Strengths

- The Department appears to have a clear vision of how to better service customers and deliver on its mandated initiatives.

Weaknesses

- The procurement process with DTMB for third-party IT services was currently not meeting business needs and was described as very antiquated.

- Has specialized needs with regard to business process application development and does not feel that DTMB has the necessary skills to undertake.

- Reported that DTMB was lacking in project management processes.

- Have several outdated legacy systems that DTMB has not yet updated.

Opportunities

- The Department has struggled with recent staff declines and is looking to DTMB to help provide technology solutions to help the Department be more productive and efficient.

- DEQ would like to put all permits on its public website for businesses to more easily apply for permits and do business with the State government.

- Additionally, would like to move as many services as possible online to expedite service and reduce costs.

Threats

- Currently, the Department has a very negative public perception from both the business community and the environmentalists. The business community feels as though the DEQ makes it difficult to do business, while the environmentalists feel as though DEQ is not doing a satisfactory job of protecting the environment.

- Interested in hiring outside contractors to perform certain specialized application development initiatives.

Customer Information — Licensing and Regulatory Affairs
Background

Basic Information About the Client

Agency Name: Licensing and Regulatory Affairs (LARA)

Agency Mission: Promotes business growth and job creation in Michigan by streamlining and eliminating unnecessary or burdensome regulations

Total Budget: $1.2B

Total IT Spend: $26M

Number of Staff: 4,000

Key DTMB Services Used: Basic services including help desk, desktop and network services

Key Stakeholders and Client Background

Director: Steven Hilfinger

Other Stakeholders: Allan Pohl, Director of Finance

Business Drivers and Key Initiatives

Mandated Initiatives:
- LARA's primary mission is to reduce regulatory burden on Michigan's citizens.
- LARA has four primary focuses: (1) Licensing and Regulatory; (2) The Michigan Administrative Hearing System; (3) Employment Security and Workplace Safety; and (4) The Office of Regulatory Reinvention (ORR).

Mission Fulfillment/Continuation Initiatives:
- Rewrite outdated liquor licensing application.
- Rewrite additional applications that are on COBOL language.

Business Improvement Initiatives:
- Increased shared services — specifically, the creating of a license-sharing database.
- Substantial mobile workforce; 300–400 staff members working out of their homes.
  - Field agents are involved with inspection of nursing and foster homes. They have a very limited presence with IT — still using pagers — trying to get them better equipment (a tablet) to do more electronically.
- Increasing online services to decrease the amount of time necessary to obtain permits.

Customer Information — Licensing and Regulatory Affairs
DTMB/Agency Relationship SWOT Analysis

Strengths

- LARA reported having a very good working relationship with its Information Officer.

- Felt that its Information Officer was working proactively toward improving project management processes.

Weaknesses

- Reports that procurement services from DTMB take an excessive amount of time and are not meeting agency business needs.

- Reported having very few project management metrics.

Opportunities

- LARA currently has a number of staff that work out of their homes (~300-400 staff), mobile applications and devices are a high priority for the agency

- LARA would like to rewrite numerous outdated applications

- A more intuitive billing system that would allow clearer insight into project costs is a priority

- The expansion of online services (e.g., online architectural plan reviews and permit approvals) will be a key initiative in the near future

Threats

- Would in many instances prefer to go directly to vendors to procure equipment such as iPad tablets.

- Felt that DTMB was not providing adequate Help Desk support.

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Customer Information — Department of Military and Veterans Affairs

Background

Basic Information About the Client

Agency Name: Department of Military and Veterans Affairs (DMVA)

Agency Mission: To provide programs and services to military and veteran personnel

Total Budget: $152M

Total IT Spend: $1M

Number of Staff: 12,000 staff members, 9,000 of whom are part-time

Key DTMB Services Used: Basic services including help desk services and desktop equipment

Key Stakeholders and Client Background

Director: James Wortley, Director of State Operations

Other Stakeholders: Jason Allen, Senior Deputy Director for Veterans Affairs

Business Drivers and Key Initiatives

Mandated Initiatives:
- To execute the duties laid down by various statutes and the Governor.
- Administer State-supported veterans programs and services.
- Assist with military preparedness to both State and federal authorities.

Mission Fulfillment/Continuation Initiatives:
- Online medical records for State Veterans Affairs to enable better case management.
- Mobile devices and tablets for mobile workforce enablement.

Business Improvement Initiatives:
- Procurement — would like staff to be able to electronically send over procurement requests to immediately be approved.
- Improved, more-professional-looking website.
- Social Media applications and services.

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Customer Information — Department of Military and Veterans Affairs

DTMB/Agency Relationship SWOT Analysis

Strengths

- Very open to partnering with DTMB from a strategic standpoint.

- Very interested in rapidly "getting to a futuristic state" with regard to technology, and interested in adopting new technology trends.

Weaknesses

- DMVA has a hybrid funding approach for IT. Many of its services are federal services, and thus federally funded, while only a small portion of the services provided are State services (and thus State-funded).

- Very limited interaction with DTMB, especially from a strategic standpoint. The Agency reported being unaware of having an Agency Services Information Officer.

- Currently, no processes in place to help identify technology needs and objectives.

Opportunities

- The establishment of online medical records.

- Mobile workforce enablement.

- Assistance with developing a more professional-looking website.

- Assistance with developing a Social Media strategy.

Threats

- The future effects of the Health Benefit Exchange on the Agency is unknown.

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Customer Information — Department of Education

Background

Basic Information About the Client

Agency Name: Department of Education (MDE)

Agency Mission: Provide leadership and support for excellence and equity in education.

Total Budget: $13.8B ($114M State Funds)

Total IT Spend: $10M

Number of Staff: 480

Key Stakeholders and Client Background

Superintendent: Mike Flannagan

Other Stakeholders:

- Carol Wolenberg — Deputy Superintendent
- Louis Burgess — School Support (MI Technology Exec Committee)
- Janet Laverty

Business Drivers and Key Initiatives

Mission Fulfillment/Continuation Initiatives:

- School Support Services
  - Amount of federal funds received per dollar in state matching funds.
  - % of school state aid payments made timely and accurately
  - Number of training and technical assistance opportunities provided to school districts.
- Michigan Schools for the Deaf and Blind
  - % of instructional staff who are highly qualified.
  - % of students proficient in reading across all grade levels and test types.
- Library Services:
  - Number of participating libraries in the Michigan eLibrary Catalog.
  - Number of searches performed in the Michigan eLibrary database.
  - % of third graders reading at grade level.
- Leadership and Administration:
  - Number of school districts that have received a commitment from all of their schools to participate in the Dropout Challenge.
  - Number of school districts that participate in the seat time waiver program.
- Student Assessment:
  - % of schools that administered state tests in both reading and mathematics to at least 95% of eligible students.
  - % of schools that administered state tests in both reading and mathematics to at least 95% of eligible students.
  - Two-year average number of days from the end of the MEAP Fall testing window to the release of the data file to school
  - Number of external partners approved to assist low performing school.

Customer Information — Department of Education

DTMB/Agency Relationship SWOT Analysis

Strengths

- Routine meetings with Information Officer and Client Service Director.

- Declining storage costs.

Weaknesses

- Information Officers do not stay in place for very long. MDE has had 3 Information Officers in the last two years.

- Procurement of services takes too long.

- No current SLA with meaningful metrics.

- Website chargebacks based on number of hits (wrong incentive).

Opportunities

- Would like to see realistic project completion estimates.

- Would like an improved website and feels like they are charged too much for what they have.

Threats

- Have turned away Federal funds because of procurement issues.

- Inability to understand invoices creates issues with the Federal government because the money has to be spent on specific items.

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Customer Information — Department of Natural Resources

Background

Basic Information About the Client

Agency Name: Department of Natural Resources (DNR)

Agency Mission: The Department of Natural Resources is committed to the conservation, protection, management, use and enjoyment of the State's natural and cultural resources

Total Budget: $330M

Total IT Spend: $17M

Number of Staff: 1,400 permanent employees; 1,600 seasonal employees

Key DTMB Services Used:

Key Stakeholders and Client Background

Director: Rodney Stokes

Other Stakeholders:
- Mark Hoffman, Chief Administration Officer
- Kelly Smith, Deputy Director

Business Drivers and Key Initiatives

Mandated Initiatives:
- The DRN is mandated with supporting programs for wildlife and fisheries, management and support of State parks and recreation areas, and ecosystem management and forest certification.

Mission Fulfillment/Continuation Initiatives:
- Key initiatives for the DNR include: hunter and angler retention and recruitment; outreach and education for natural resources; protection of fish and wildlife health; ecosystem management; and forest certification.

Business Improvement Initiatives:
- The DNR would like to increase resident/visitor participation in outdoor recreation through the use of technology.
- The Agency feels that its website is not up to the standards set by its competition (other potential leisure activities citizens can engage in, including theme parks and recreation activities provided by other states). The DNR would like to improve its website to be more functional and professional-looking in appearance.
- The DNR is seeking to increase revenue through the sales of forest products such as timber and oil and gas exploration.
- Additionally, the DNR would like to increase sales of Recreation Passports that allow access to State park entrance and boat access.
- The DNR would like to reduce utility costs as a percentage of State parks expenditures.
- A key priority for DNR is to improve customer relations. From a technology standpoint, the DNR would like to increase the number of mobile applications and online services that can provide customers with information and increase access to services.
- An increase in Social Media campaigns is also a key priority for the Agency.

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Customer Information — Department of Natural Resources

DTMB/Agency Relationship SWOT Analysis

Strengths

- The first DTMB agency with a smartphone mobile application for citizen use.

- Did report that there was regular interaction and communication with both its Information Officer (IO) and Client Services Director (CSD).

- Felt as though its assigned IO and CSD were working hard to understand its business needs.

Weaknesses

- The Agency does not have a great deal of confidence that, if DTMB undertook a new initiative such as migrating a large legacy system, it would be satisfied with the services provided by DTMB.

- Received very sporadic project management metrics. Additionally, projects consistently ran over-budget. A lack of project management control was an issue.

- Felt as though DTMB only proactively considered larger agencies when rolling out a new strategic plan or initiative.

Opportunities

- The Agency feels that its website is not as professional-looking, engaging or functional as it could be. Is looking to DTMB to provide assistance on improving.

- Interested in rewriting and replacing several legacy applications.

- Would welcome strategic guidance from DTMB on undertaking Social Media campaigns.

Threats

- Has experienced several issues with telecommunication connectivity. Had to put in its own T1 line costing 15K per year to help alleviate some of the problems. If DTMB could address these issues, it would go a long way toward improving customer service.

- Interested in embracing third-party vendors. In 2009 the Agency identified dozens of direct vendor opportunities that would have lowered costs and improved connectivity.

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Customer Information — Michigan State Police
Background

Basic Information About the Client

Agency Name: Michigan State Police (MSP)

Agency Mission: To provide 24-hour statewide quality police service for the safety and protection of the people and their property in the state of Michigan

Total Budget: $521M

Total IT Spend: $30M

Number of Staff: 2,200

Key DTMB Services Used: Basic services including help desk services, and desktop equipment, infrastructure services, network services, application development

Key Stakeholders and Client Background

Director: Kriste Kibbey Etue

Other Stakeholders:
- Jeremy Slavish, Senior Executive Assistant Director

Business Drivers and Key Initiatives

Mandated Initiatives:
- Reduce the opportunities for crime.
- Reduce traffic accidents through diligent and fair enforcement of the laws of this State.
- Act as a first responder to any citizen's needs, which can be addressed through the resources of the criminal justice system.

Mission Fulfillment/Continuation Initiatives:
- Mobile workforce enablement to close 35 brick-and-mortar police stations.
- Rewrite and upgrade several applications, including the Sex Offender Registry.

Business Improvement Initiatives:
- Institute a biometrics division (fingerprinting, DNA system, pictures and facial recognition). In the process of working with the Secretary of State to have facial recognition on driver's licenses.
- Videoconferencing.
- Dispatch 911 consolidation.

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Customer Information — Michigan State Police
DTMB/Agency Relationship SWOT Analysis

Strengths

- MSP is currently meeting or exceeding expectations for all of the Governor's identified objectives for the Department.
- Feels that new DTMB leadership is making inroads toward improving the relationship between MSP and DTMB.

Weaknesses

- Has several work requests going back three to four years that still have yet to be completed by DTMB.
- Has an increased dependence on communications, while resources have decreased. "Our dependency on communications has tripled within the past two years, whereas resources have decreased."
- Currently not participating in DTMB's annual Call for Projects.
- Reports not working with DTMB at a strategic level.

Opportunities

- The Agency has several large initiatives in the works that will require assistance from DTMB, including the Regional Policing Plan and the rewrite of its Sex Offender Registry.
- The Agency is interested in rewriting several of its applications for use in a mobile environment.
- The Agency is interested in improved Business Intelligence initiatives across DTMB.

Threats

- Most of MSP's third-party vendors would like to work within a .NET environment, while DTMB is a Java shop.
- Has expressed a desire to outsource several applications and maintenance projects to third-party vendors.
- Has very specialized needs and systems in place toward which it feels DTMB is not equipped to provide services.

Customer Information — Department of State
Background

Basic Information About the Client

Agency Name: Michigan Department of State (MDOS)

Agency Mission: The Department serves the citizens of Michigan with programs designed to administer driver and vehicle systems, enhance traffic safety, protect consumers, ensure integrity of records maintained, and oversee the statewide elections process

Total Budget: $212M

Total IT Spend: $14M

Number of Staff: 1,519 employees

Key DTMB Services: Contracting, desktop, networking, programming, telecom, field services, held desk.

Key Stakeholders and Client Background

Director: Ruth Johnson

Other Stakeholders:
- Rose Jarois — Office of Technology
- Shelly Mull — Office of Technology

Business Drivers and Key Initiatives

Mandated Initiatives:
- All MDOS projects are a legislative mandate.

Mission Fulfillment/Continuation Initiatives:
- Customer Service:
  - Citizen use of Web, mail and kiosk transaction methods.
  - Reduce blended cost for Web, mail and kiosk transaction methods.
  - Reduce call center wait time to four minutes or less.
- Regulatory Services:
  - Basic driver improvement course participant results.
  - Reduce business days to schedule driver assessment examinations.
  - Provide pre-license inspections to assist automobile dealer applicants in achieving licensure.
- Election Regulation:
  - Military and overseas voter participation.
  - Web visits to the Michigan voter information center.
  - Increase number of new naturalized citizens registered to vote.

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Customer Information — Department of State

DTMB/Agency Relationship SWOT Analysis

Strengths

- Excellent at responding to emergencies.

Weaknesses

- Lacks basic service.

- Cannot evaluate cost and value because invoices are so difficult to interpret.

- DTMB Staff excels at quick fixes, but poor at long-term collaboration.

- Technical weaknesses in DTMB staff due to retirements.

Opportunities

- Identify technology solutions for MDOS.

- Would like to see DTMB take ownership of IT from end to end, as opposed to MDOS having to manage the IT relationship.

Threats

- Department of State offices closed several times in the past year due to technical reasons.

Customer Information — Department of Transportation
Background

Basic Information About the Client

Agency Name: Michigan Department of Transportation (MDOT)

Agency Mission: MDOT employees are responsible for planning, designing and operating streets, highways, bridges, transit systems, airports, railroads and ports to provide for the safe, rapid, comfortable, economical, convenient and environmentally safe movement of people and goods

Total Budget: $3.3B

Total IT Spend: $29M

Number of Staff: 2,813

Key DTMB Services Used:

Key Stakeholders and Client Background

Director: Kirk T. Steudle

Other Stakeholders:
- Laura Mester — Chief Administrative Officer
- Andy Esch — Information Security Officer

Business Drivers and Key Initiatives

Mission Fulfillment/Continuation Initiatives:
- Road and Bridge Construction and Maintenance:
  – RSL and SSC index.
  – Total project costs shall not exceed total bid awards by more than 5%.
  – 50% of all road and bridge awards will be within 10% of engineer's estimate.
- Transit, Freight and Aeronautics Services:
  – All Michigan citizens must be within 100 miles of an intercity bus route.
  – Preserve existing local bus transit service.
  – Percentage of Tier 1 airport runways in good condition.
- Debt Service:
  – State Trunkline Fund debt service should be no more than 25% of revenue.
  – Manage bond portfolio to minimize interest payments.
  – Maintain or increase bond rating at AA or greater.
- Administration:
  – No federal funds will be returned.
  – Process contractor payments in an accurate and timely manner.

Business Improvement Initiatives:
- Legacy modernization of 99 applications.
- Place DTMB on MDOT teams.
- Regular attendance of MDOT management meetings.

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Customer Information — Department of Transportation

DTMB/Agency Relationship SWOT Analysis

Strengths	Weaknesses
■ DTMB and MDOT are very well integrated. ■ CIO actively reaching out. ■ MDOT has experience business analysts.	■ DTMB does not have the skilled staff necessary to do SOA. ■ Field Services provide inconsistent service and have been asked to leave the office at times. ■ Vendor Management does not hold vendors accountable to the contract.

Opportunities	Threats
■ Revise SLA metrics to add more meaning to MDOT.	■ Infrastructure Services makes decisions that MDOT is not involved in or aware of at the enterprise level.

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Customer Information — Department of Treasury

Background

Basic Information About the Client

Agency Name: Treasury

Agency Mission:

Total Budget: $2B

Total IT Spend: $26.6M

Number of Staff: 1,218

Key DTMB Services Used: Programs and applications that manage taxes; CIT withholding; 32 interfaces with SAP

Key Stakeholders and Client Background

Director: Andy Dillon

Other Stakeholders:

Business Drivers and Key Initiatives

Mandated Initiatives:

- Preparing to receive the Michigan corporate tax in January 2012.

Mission Fulfillment/Continuation Initiatives (sub-categories are metrics):

- Revenue Sharing:
  – Prompt payment.
  – Timeliness of calculation and publication of estimated payments.
  – Accuracy of payments.
- Michigan State Housing Development Authority:
  – Number of housing units financed.
  – % of properties in MSHDA's portfolio that are troubled.
  – Support of MSHDA's local government and nonprofit partners.
- Tax Programs:
  – Days required to generate e-filed refund.
  – Self-service contacts on Web.
  – Average Quality Assurance Score.
- Financial Programs:
  – Improve Michigan's credit rating.
  – Processed and audited free applications for federal student aid.
  – Return on pension investments.

- Bureau of State Lottery:
  – Lottery ticket sales through instant, online and Club Games.
  – Lottery revenue transferred to the School Aid Fund.
  – Player satisfaction through prize winnings.
- Casino Gaming:
  – Complete casino monitoring inspections.
  – Divert first-time offender/violators on the disassociated people list into a treatment program.
- Local Government:
  – Principal residence exemption audit revenue recovered.
  – Annual review and processing of exemptions.
  – Number of parcels put back on tax rolls.

Business Improvement Initiatives: Main priority is to finish implementation.

Customer Information — Department of Treasury

DTMB/Agency Relationship SWOT Analysis

Strengths

- DTMB provides consistent service 85% of the time.

Weaknesses

- Not a strategic partnership because it is just trying to get through current implementation.
- Does not feel that Procurement is interested in delivering quality service.

Opportunities

- Office automation and Telecom act as third-party vendors, but without any consequence to poor service.
- Treasury would be interested in revising the SLA metrics.

Threats

- When the implementation is complete and Deloitte finishes the work, Treasury does not feel that DTMB has the personnel necessary to manage its applications.

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Customer Information — Department of Human Services

Background

Basic Information About the Client

Agency Name: Department of Human Services (DHS)

Agency Mission: Improving the quality of life in Michigan by providing services to vulnerable children and adults that will strengthen the community and enable families and individuals to move toward independence.

Total Budget: $6.95B ($0.92B General Fund)

Total IT Spend: $81M (IDG)

Number of Staff: 10,704 total (3,400 Child Welfare employees)

Key DTMB Services Used: BRIDGES, SACWIS

Key Stakeholders and Client Background

Director: Maura D. Corrigan

Other Stakeholders:
- Duane Berger
- Steve Yager
- Teresa Spalding

Business Drivers and Key Initiatives

Mission Fulfillment/Continuation Initiatives:
- Expand outreach and online applications.
- Mobile workforce (beyond mobile devices) — enable 3,400 Child Welfare employee mobile workforce with laptops, iPhones and tablets that provide reporting capability from the field:
  – Reporting from the field.
  – Hospital, schools, employers, migrant worker locations.

Business Improvement Initiatives:
- Business and Predictive Analytics.
- Cost Reduction:
  – Pricing not good on MMCC with HP 20% add-on.

Customer Information — Department of Human Services

DTMB/Agency Relationship SWOT Analysis

Strengths

- DTMB is composed of good people, working hard.

- Developed formal business analysts to deal with DTMB, and prefers it that way.

- Project Management from DTMB is good.

Weaknesses

- DTMB does not understand the impact of an outage — "They don't understand that people's lives are on the line when a laptop isn't working."

- Best DTMB people at HQ, not as good in branches/local offices:

  – Field techs are not skilled enough.

- Services procurement takes too long.

- Invoices are too confusing to dispute.

- Need better maintenance on BRIDGES; there are approximately 4,000 open tickets for it:

  – Rolled out without testing, and staff is still suffering.

Opportunities

- Interfacing into SACWIS.

- Real business analytics, which would involve rethinking enterprise information/data management for DHS across the DHS silos, and which data are being brought into the data warehouse from the source systems.

Threats

- Decreased usage of DTMB — "I will avoid calling them at all costs."

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Customer Information — Civil Service Commission
Background

Basic Information About the Client

Agency Name: Michigan Civil Service Commission (MCSC)

Agency Mission: The mission of the Civil Service Commission is to market ourselves as a value-added/collaborative partner, improve employee satisfaction, promote the value of State employment, and to align enterprisewide processes/systems to meet current and future demands. We will hold ourselves accountable and will drive for results as a cohesive department as established by the consolidation of the human resources team.

Total Budget: $14.12M

Total IT Spend: $3.44M (IDG)

Number of Staff: 415 employees

Key DTMB Services: RESTART, Lawson, Office Automation, Enterprise Security, Field Services, Help Desk

Key Stakeholders and Client Background

Director: Jeremy Stevens

Other Stakeholders:
- Janet M. McClelland
- Susan Wilmer

Business Drivers and Key Initiatives

Mission Fulfillment/Continuation Initiatives:
- Employer of Choice, and Employee Engagement and Satisfaction:
  - Partnering with departments on employee engagement surveys.
- Marketing of jobs with the State of Michigan.

Business Improvement Initiatives:
- Improve HR systems and processes through Lean Six Sigma.

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Customer Information — Civil Service Commission
DTMB/Agency Relationship SWOT Analysis

Strengths

- MCSC has its own solution architecture, business analysis and project management capability.

Weaknesses

- No IT strategy felt at this time; just a list of projects in Call for Projects.

- Need more strategic-level conversations at Deputy Director level across the organization.

- Shared Solutions not regularly meeting.

- Technology rollouts need to move more quickly.

Opportunities

- Usage of collaborative tools and Social Media:

    - Skype

    - GoToMeeting

    - Facebook-based marketing of careers with the State.

Threats

- Not using DTMB contracts; using NEOGOV contracts.

Customer Information — Center for Educational Performance and Information
Background

Basic Information About the Client

Agency Name: Center for Educational Performance and Information (CEPI)

Agency Mission: To become the single source for the most comprehensive, accurate and useful information about the performance of Michigan's public schools and students

Total Budget: Unknown (part of State Budget Office)

Total IT Spend: $3.74M (IDG)

Number of Staff: 36 (approved to go to 45)

Key DTMB Services Used: Data Warehousing, eMichigan

Key Stakeholders and Client Background

Director: Thomas Howell

Other Stakeholders:
- Trina Anderson

Business Drivers and Key Initiatives

Mandated Initiatives:
- Protecting Privacy.
- Seeking Accuracy and Maximizing Efficiency.
- Eliminating Redundancy.
- Providing Objective Data.

Mission Fulfillment/Continuation Initiatives:
- Michigan Student Data System.
- Michigan Longitudinal Data System.

Business Improvement Initiatives:
- Need single ID for a person, which is not a public identifier, to connect dots across agencies.

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Customer Information — Center for Educational Performance and Information

DTMB/Agency Relationship SWOT Analysis

Strengths

- Using mostly in-house resources who are relatively inexpensive compared to contractors.

- CEPI and "DIT" actively working together on employee retention.

- Using Agile methodologies to do development.

Weaknesses

- Difficult-to-understand location in overall organizational structure.

- Using BI technology that is a different standard from that of other agencies within State government.

- Server billing is unclear.

Opportunities

- Develop lower-cost BI service than Teradata platform, but this must be actively managed as a new and separate service with a larger business case.

- Leverage in-house recruitment and retention model to other DTMB teams.

Threats

- Six to 12 months to get IT service contractors on the ground.

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Contact Information

Paul Denvir
Engagement Manager
Telephone: +1 908 249 8007
paul.denvir@gartner.com

Eugene Martinez
Project Manager
Telephone: +1 916 414 2248
eugene.martinez@gartner.com

Rob Stalder
Assessment Lead
Telephone: +1 703 387 5694
rob.stalder@gartner.com

Ivy I. Anderson
Managing Partner, Consulting
Telephone: +1 312 526 0264
ivy.anderson@gartner.com

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